



**City of Opa-locka Sustainable
Communities Challenge Initiative:
Economic Development Strategy Report**
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Re-Imagining Opa-locka: Stimulating Community and Economic Development

Historical Context Informing Opa-locka Today

With its evocative community character and troubled history, Opa-locka inspires devotion tempered by dismay. Opa-locka dates from 1926, which, as would become apparent, was exceedingly poor timing despite the population boom and rampant real estate speculation Miami experienced during the first half of the roaring 20s. A few years earlier, in 1921, prominent aviation pioneer and entrepreneur Glenn Curtiss decided to dive into Florida's flourishing real estate development. Always a showman, Curtiss launched his new career by building Hialeah, incorporating sporting and entertainment venues from the start. With its racetrack, jai alai courts, flocks of flamingos, and movie studio, Hialeah captured the decade's zeitgeist of glorious—and occasionally wretched—excess.

Curtiss valued publicity and recognized that his next project, slated for nearby lands he controlled, would require a different attention grabber to make a splash in the newly overheated market; in fact, the Miami real estate bubble had already burst. Inspired by Arabian Nights, Curtiss quickly erected over a hundred buildings sporting minarets, domes, crenelated rooflines, and other signifiers of Moorish architecture, paying scant attention to construction quality in a bid to create the “Bagdad of Florida.” “Opatishawockalocka,” later truncated to the more manageable “Opa-locka,” failed to draw investors even as the more refined version of opulence available in Coral Gables and elsewhere attracted the cream of Miami society.

In September, 1926, a major hurricane hit Southern Florida. Naïve newcomers pooh-poohed the hurricane warnings, failed to secure their homes and wandered outside to watch the storm: death and damage reached epic proportions. In Opa-locka, the shoddily constructed buildings failed to weather the storm. Disinvestment throughout the Miami area ensued and the region entered its own micro-Depression. Opa-locka lacked the critical mass of committed residents and business owners necessary to counteract the broader economic forces at play. By the time the stock market crashed in 1929, Opa-locka was already a pocket of poverty within a more prosperous but fragile regional economy.

Despite decades of distress, Opa-locka still boasts the Western Hemisphere's largest collection of Moorish Revival Architecture. Essentially, Opa-locka has always been poor even as the surrounding neighborhoods' fortunes wax and wane, infrastructure investments ebb and flow, and a host of social and economic interventions raise hopes that are later dashed. No doubt Opa-locka's status as one of the region's predominantly African-American enclaves also affects how outsiders perceive the community, assess its problems and prospects, and determine whether to invest time, money, and other resources. Clearly Opa-locka has been the subject of sensational reportage when there's bad news afoot and media silence about its more heartening stories. A major part of Opa-locka's image—its reputation as a lawless and dangerous hotbed of criminal activity overseen by a corrupt and incompetent local government—deeply undercut a sense of personal and investment safety.

As the 20th century turned into the 21st, Opa-locka's persistent and concentrated poverty made it increasingly difficult to distinguish between the roles played by its residents and the role played by the forces of land use economics in perpetuating conditions of scarcity: poor educational attainment, unemployment, low incomes, disinvestment, property deterioration,

declining business opportunities, diminished public revenues and services, and despair. In reality it works both ways:

- Community circumstances contrive to prevent Opa-locka residents from realizing their full potential.
- At the same time, Opa-locka residents create circumstances that prevent the community from taking advantage of its many inherent assets.

Overlaying this dynamic are two attitudinal issues:

- Residents' perceptions of themselves and/or Opa-locka as hopeless
- Outsiders' perceptions of Opa-locka and/or its people as beyond hope

Both bundles of negativity—the prejudices, pre-conceptions, and biases—carry enough weight and strength to exert downward pressure on the system *regardless of whether they are accurate*. And they are **not** accurate, but it will take more than indignant rebuttals and protestations of change to overcome them: they are part of the system that characterizes both the opportunities and challenges that face Opa-locka today.

To effect change, Opa-locka needs to confront economic and community development from the inside out and the outside in by addressing how to:

- Help residents and businesses improve their ability to compete on the region's economic stage—as employees, entrepreneurs, and community members—to increase wealth, and bolster skills and capabilities. That entails filling gaps that prevent existing and prospective residents, businesses, and visitors from meeting their needs within Opa-locka, from retail shops to housing opportunities to medical care to entertainment options to personal, business, and hospitality services.
- Make use of and reinforce Opa-locka's assets for community and economic development—its character, location, access, infrastructure, and business clusters—to bring in dollars from outside of the local economy, whether through tourism or via traditional recruitment and expansion activities
- Address Opa-locka's image and identity issues through direct and indirect action

All of these activities:

- Boost the dollars circulating in the local economy from both internal and external sources
- Create additional vehicles for those dollars to circulate through the local economy, so that they remain in play benefitting Opa-locka longer before being spent elsewhere on goods and services not available within the community
- Improve Opa-locka's attractiveness as a real estate investment via better performance
- Contribute to its reputation as a viable choice as a place to live, work and visit

But how?

Applying Systems Thinking to Opa-locka

Efforts to make sense of the economic events that crested in September 2008—and the ensuing recession—has enhanced the public’s understanding of how today’s economy operates: as a system. From personal experience, people appreciate that an interconnected web of organizations, relationships, and actions can affect the well-being of individuals, enterprises, and communities located both across town and around the world. More than ever before, lay people recognize that housing values, government budgets, credit availability, unemployment rates, and debt are all interconnected; plucking one strand of this web creates distant vibrations.

In Opa-locka, where individuals, families, businesses, and government share a history of longstanding economic duress, the web is also torn, which means that well-intentioned interventions don’t always deliver the results that experience elsewhere suggests will occur. Tending the web connecting Opa-locka’s economic actors and actions—especially given its dependence on the metro-Dade business climate—is therefore especially complex. But with residents and other stakeholders realizing that simple linear relationships fail to explain what they’ve experienced as homeowners and workers, the time is ripe to incorporate a systems approach to Opa-locka’s efforts to practice economic stewardship.

An economic system is a mechanism that encompasses how a society produces and allocates the means to create economic activity and its results. Economic systems engage individuals and organizations working independently and in tandem across the public, private, and not-for-profit sectors.

And Opa-locka assets for this work are substantial. They include:

- An unusual, compelling, and memorable community character that imparts a distinctive sense of place
- A rich and colorful Afro-Caribbean cultural heritage and artistic/culinary traditions that inspire devotion
- Excellent locational attributes and transportation linkages, including connections by road, bus, rail, and air
- Healthy business clusters that have demonstrated the resilience and adaptability necessary to succeed, most notably in automobile parts, which make for a surprisingly robust commercial real estate market
- A stable daytime employment population available as an untapped market to supplement local residents’ buying power
- Organizations—especially the Opa-locka Community Development Corporation (CDC) and the Opa-locka Community Redevelopment Agency (CRA)—that enjoy both the authority and the revenue streams necessary to fulfill their missions
- The confidence of significant outside parties, reflected in a \$250,000 award from the National Endowment for the Arts, and a Neighborhood Stabilization Program 2 (NSP2) grant of \$19 million and a \$695,000 Challenge Grant from the U.S. Department of Housing and Urban Development (HUD)

- Exciting demonstration projects on tap to re-invent “the Triangle,” one of the City’s most notorious neighborhoods, through a combination of redevelopment, reconfiguration, and a healthy injection of art
- A position within a constellation of educational institutions and regional agencies devoted to traditional approaches to tourism and economic development
- Momentum for improving downtown, thanks to the availability of funds to refurbish several signature Moorish Revival buildings, and new private sector activity, such as Related Properties’ proposed 124-plus-unit Town Center Apartments project

At the same time, challenges abound and include:

- An aging population with limited resources that operates close to the bone. Many Opa-locka residents depend on one or more forms of public assistance to get by. Sadly, the recession has led to numerous foreclosures.
- A lack of choice vis-à-vis housing products, retail, and restaurant uses
- Fiscal strength of the City of Opa-locka compromised by declining property tax revenues, few sources of sale tax, and a disproportionately high law enforcement budget
- A reputation as a popular drug market and generally unsafe place that outsiders best avoid
- An image informed by the Opa-locka Flea Market (in Hialeah, actually) and the many automobile parts stores. In both cases, slapdash physical plants obscure the promise inherent in so many small businesses succeeding in low margin, highly competitive sectors.
- An undesirable school district
- A lack of confidence in local government’s effectiveness and ability to tackle tough problems, due in part to rapid turnover among both staff and elected officials

Obviously much lies beyond local control, but city policies and practices can influence numerous ingredients of economic activity, among them the availability of infrastructure, land zoned for jobs-producing uses, workforce preparedness, image and identity, incentives, and other market interventions. Moreover, the public sector can create an environment that encourages non-profit, private, and public-sector organizations to cooperate, collaborate, and communicate, which is vital to economic resilience.

Economic systems address how households, employers, and service providers mutually inform each other’s well-being and decisions, including their decisions on how to participate in the economic realm. By addressing those systems as a whole, Opa-locka can, over time, alleviate its underlying issues of poverty and low educational attainment.

Strategies for Change

Strategies for Opa-locka must be opportunity-driven and foster community and resident empowerment, self-sufficiency, equity, and well-being.

Strategy Cluster I: Deploy traditional economic development services to help Opa-locka residents and businesses compete.

A. Make Use of Existing Programs

Opa-locka can coordinate with the existing Dade County economic development apparatus to build a platform of complementary resources and help residents and businesses gain access to them. It can:

- Tap workforce development programs to ensure a pipeline of local talent
- Connect Opa-locka businesses with existing technical assistance programs
- Increase capital access via existing microenterprise funds, community development financial institutions (CDFIs), and banks
- Encourage Opa-locka businesses to hire Opa-locka residents

Coordinating economic development activities with Miami-Dade County and the Beacon Council also enables Opa-locka to piggyback onto region-wide strategies and capitalize on opportunities to demonstrate Opa-locka's pertinent competitive advantages. For example, the One Community One Goal Target Industry Study for Miami-Dade County identified six key industry clusters and skills groups: Creative Design, Hospitality and Leisure, Information Technology, Life Sciences, International Bank and Finance, and Trade and Logistics. Obviously "Trade and Logistics" comports well with the Opa-locka Executive Airport and the surrounding network of distribution companies. The "Creative Design" cluster also aligns with Opa-locka's community goals and ability to provide large, bright, inexpensive spaces for burgeoning artists, designers, and others. Training programs offered through area universities and colleges can also help Opa-locka's workforce build careers in these target industries.

B. Cultivate Regional Dominance in Niche Markets

Many enterprises operating within Opa-locka's commerce and industrial areas provide engine repair, scrap recycling, storage, and related activities. Although the repair services market dominates, other enterprises offer unique products and services that could generate agglomeration benefits or expand vertically or horizontally as appropriate. For example, numerous enterprises specialize in providing logistics and services geared towards helping cruise lines ready their vessels for new voyages overnight. These businesses have not yet attempted to collectively market their services. Working in conjunction with the CRA, the City may be able to help identify and promote other emerging industry sectors.

Once the niche businesses and their market potential are better understood, the City and CRA should coordinate with the (reestablished) local chamber of commerce and regional economic development organizations to help them grow. Ideas include convening working groups, which would create opportunities for businesses in allied enterprises to rub shoulders and identify mutually beneficial initiatives.

C. Help Existing Businesses Expand

Many of Opa-locka's existing businesses lack the resources to expand. Business owners need better access to capital to finance growth and expansion, buy tools and equipment, fund building improvements, etc. Helping existing businesses expand within Opa-locka is a vital community economic development strategy, since most new jobs are created by existing businesses. Moreover, retaining existing jobs is easier and less costly than creating new jobs or recruiting new enterprises to Opa-locka. Improving the competitiveness of local employers adds to the stability of the market. The City should provide information and technical assistance to help existing businesses qualify for incentive opportunities, including local training programs, sales and job tax credits, financing from banks and CDFIs, and Enterprise Zone and Brownfield Area programs.

Both incentives and technical assistance can foster business expansion. Over the long term, the City of Opa-locka and the CRA may be able to create financial incentives and micro-loan programs to supplement those available through Dade County and the State of Florida. Similarly, limited-term tax exemptions for existing and new businesses in the commerce and industrial areas might help new enterprises get on their feet. For the most part, however, the City of Opa-locka and its CRA's intervention should focus on referring businesses to the appropriate agencies (e.g., Minority Business Development Center, BAC Funding Corporation) that already provide new and existing business owners with technical assistance including business planning, market analysis, and legal, marketing, and accounting services.

Along the way, it may be possible to help Opa-locka businesses comply with pertinent local and state licensing and permitting requirements; perhaps as many as 60 percent duck these obligations. A punitive approach will only drive companies away from assistance programs, however, and encourage businesses to remain below the radar. An amnesty program could strike the middle ground and give enterprises a chance at a fresh start with local government.

D. Provide Access to Capital for Microenterprises and Small Businesses

Helping businesses identify and gain access to sources of capital represents a key facet of economic development. CDFIs, microenterprise loan funds, and other business assistance programs are available through Miami-Dade County, the State of Florida and the U.S. Small Business Administration, but many Opa-locka businesses need help to navigate the application process.

Over 50 regulated financial institutions serve Miami-Dade County, but only one operates an Opa-locka branch. Attracting other lenders to meet the community's credit needs will entail a coordinated outreach effort directed at all major financial institutions and their bank regulatory agencies as per the Community Reinvestment Act. A package describing how Opa-locka's economic base, credit needs, and real estate market prospects translate into profitable community development lending and investment opportunities for savvy financial institutions is a critical tool.

E. Attract New Businesses and Encourage Entrepreneurship

Opa-locka's retail, warehouse, and industrial areas contain idle square footage and vacant storage capacity that could host new businesses. Vacant storefronts and locked light industrial space create an impression that the area is unsafe. Business development initiatives can fill vacant spaces by recruiting companies from elsewhere and helping would-be entrepreneurs identify new business opportunities. Both add value to the community in the form of investment, local hires, and local purchasing.

To identify targets for business recruitment and development activities, Opa-locka can start by asking existing companies about the goods and services they need but can't obtain locally. Retail and restaurants operating in neighborhoods that share some of Opa-locka's socio-demographic traits offer another source of targets: some may be ready to expand into a new market. Some shops renting stalls at the Flea Market may be ready to open a second location or even occupy a traditional storefront, especially if a market analysis revealed a limited risk of self-cannibalization. These vendors would also be excellent candidates for a retail incubator, preferably located downtown where tenants could capitalize on the central location, nearby market support, and proximity to some of Opa-locka's more successful merchants: the grocery store and the cluster of vintage clothing stores lining Opa-locka Boulevard. Area commercial brokers might be approached for technical assistance and ideas.

As noted earlier, cultivating entrepreneurial talent holds promise for Opa-locka. Since small businesses create most jobs in Florida and many people turn to self-employment during this time of economic hardship, business incubators are a potent tool to help spur the local economy.

A business incubator program should be developed jointly by Opa-locka's CRA and CDC to encourage local entrepreneurship activity. As in the traditional small business development center model, the center could help local entrepreneurs with start-up costs and provide free coaching on business planning, business registration, financing, and licensing requirements. Other potential partners include the Florida Economic Gardening Institute's GrowFL program and Enterprise Florida.

F. Nurture a Well-Trained and Skilled Workforce

Workforce development is the heart of economic development, since employment drives so many aspects of the economy (e.g., housing, consumer activity). Opa-locka residents need additional job training opportunities, especially the under-employed, people laid off from declining sectors and low-income earners who lack education and basic job skills. Such opportunities include financial literacy training, English language classes, computer and soft skills training, and job skills programs that prepare residents for emerging workforce opportunities.

The City can leverage existing resources to provide job skills training programs. Two South Florida Workforce One-Stop Career Centers lie within five miles, and a Miami Job Corps center is less than three miles from downtown Opa-locka. The existing workforce training center administered at City Hall can solidify relationships with local higher education institutions such

as Florida Memorial, Barry University, Miami-Dade College, and St. Thomas University to expand and create comprehensive training programs for Opa-locka residents and employees.

Jobs training is essential to helping low-income residents in Opa-locka work their way out of poverty. But few training programs pay learners, which drives down participation. At best, stipends are offered. On-the-job training offers a way for low-income residents to acquire skills while offsetting the costs businesses incur by taking on a new employee.

One program worth emulating is the HUD-sponsored Step-Up Apprenticeship Initiative. Step-Up provides access to education, job skills, and employment opportunities to low-income residents in exchange for their labor rehabilitating the housing stock in the community. As a registered two-year apprenticeship program, Step-Up provides a technical curriculum and on-the-job training experience for all participants, preparing them to compete in the public and private job sectors as well as enabling them to become self-employed.

Finally, any incentive the City provides to businesses, particularly direct tax offset or cash incentives, should be tied to targets appropriate to the assistance, e.g., investment in the physical plant or job creation. With an outreach program to identify potential employees and enroll them in skills training, linking incentives with jobs is reasonable. However, without a ready pool of qualified employees, the incentive can be more trouble than it's worth if employers find it overly burdensome to identify qualified staff.

Strategy Cluster II: Leverage Opa-locka's Assets for Community and Economic Development

A. Enhance and Promote Opa-locka's Distinctive Character and Identity

Actions that reinforce the character and identity of commercial areas as distinct shopping destinations and neighborhood focal points contribute to sense of place and identity, ultimately attracting outside dollars to Opa-locka. Ideas include:

- Where appropriate, convene area business, business associations and neighborhood groups to help define and promote them
- Address maintenance issues affecting the public realm, from cracked sidewalks and missing curbs to planting trees and installing street furniture
- Help the owners of historic residential properties care for their homes, e.g., by fostering knowledge and pride in the architecture and Opa-locka's history, developing a tool lending library, sponsoring neighborhood clean-up days, hosting "how-to" sessions on simple home repair, etc.
- Celebrate voluntary private sector investments that improve commercial areas and create enjoyable physical environments that attract shoppers from the region and beyond
- Attend to public safety enhancements, including design improvements, to ensure that business people, employees, and customers feel secure in Opa-locka's commercial areas and deem them attractive, thereby encouraging economic activity
- Continue working with local businesses, residents, and property owners (and their associations) to identify and designate historical landmarks and districts and install public art works that contribute to the experience of Opa-locka's commercial areas.

- Ensure that gateways to the City along the region’s major arterials develop and redevelop in ways that respect existing businesses, create opportunity for new enterprises, and create an aesthetically appealing welcome to Opa-locka

B. Work with Commercial Property Owners to Improve the Built Environment

Financial assistance should be provided for the rehabilitation or replacement of storefronts, equipment acquisition, and other activities that encourage revitalization and support commercial and industrial development. Similarly, the City and CRA should also work with the County to introduce a brownfield redevelopment program to turn urban sites into economically productive properties.

C. Develop Tourism Products and Experiences Geared Towards Cultural and Heritage Travelers

There’s a market for Opa-locka’s remarkable blend of historic character, but the area isn’t yet visitor-ready. A few simple tools—visitor’s guides, walking tours, maps, etc.—can help tourists orient themselves spatially and to the story. In short, Opa-locka needs to package itself as an authentic place ready for discovery, ripe for change, and helping itself improve. That approach creates an alibi for its deficiencies as a destination, from vacant storefronts to lack of choice vis-à-vis restaurants, retail, and lodging. It also acknowledges Opa-locka’s reputation for crime while positioning it in the rear view mirror.

D. Address Potential Housing Glut

Opa-locka’s aging population and high foreclosure rate mean that numerous properties will come on the market over the next decade. That creates opportunities for productive intervention in the housing market, for example by helping renters buy property, by exposing the area to younger energetic people who appreciate the area (e.g., as part of other artist recruitment efforts), and by finding ways to acquire, improve, and resell substandard or obsolete housing as it becomes available, so it doesn’t languish unsold. Area real estate brokers and Habitat for Humanity are obvious potential partners for this endeavor.

E. Fund and Implement a Strategic Capital Improvement Program

A safe, clean, accessible built environment encourages entrepreneurial and business activity but requires ongoing maintenance and periodic investment in the infrastructure serving Opa-locka’s commerce and industrial areas. The City suffers from uninviting and inaccessible commerce and industrial areas. Access and wayfinding is often hindered by deficient business signage, poor street layout, lack of adequate customer parking, and the toleration of activities that block driveways and business entrances.

Downtown and other commerce areas require particular attention during the capital improvement plan development process. Prioritized improvements must address stormwater management, sidewalk completion, urban greening, street repair, and building renovation. Last

but not least, the City should also plan for gateway nodes to create a sense of arrival at Opa-locka's borders and reinforce distinct identities for the commerce and industrial areas.

Opa-locka has chronic water, sewer, and drainage problems that create unsafe and unattractive conditions in residential and commercial districts. Corrective measures can be taken using funding from CDBG, the City's general revenue, or property owner contributions. For new units, either single or multifamily, the owner/developer should be required and monitored to ensure that they provide proper drainage, curbing, sidewalks, and streetlighting for their projects. The cost to the City of improving existing properties can be shared with property owners, since state statute permits assessments to owners when improvements directly benefit their private property.

The City's Public Works Department can launch this effort by working with property owners to create a master wish list of capital improvement projects and then ranking them based on their ability to eliminate hazardous conditions and improve the overall built environment. Special studies may also be required, for example, to assess stormwater management needs like runoff conveyance and retention. The work may suggest additional tasks, such as policing for illegal dumping and other hazardous conditions. Likely projects include street widening and soft shoulder paving, business signage upgrades, establishment of adequate customer parking, and additional street lighting.

F. Capitalize on the Airport

Airport businesses offer excellent employment opportunities but it will take a coordinated effort to help Opa-locka residents secure them. Just 30 minutes from downtown Miami and 20 minutes from Miami International Airport, the Opa-locka Executive Airport is Miami-Dade's largest general aviation airport. ("General aviation" refers to flights other than military and scheduled airline passenger and cargo flights.) A designated reliever to Miami International Airport with an 8,000 foot runway, OEA handles private, pleasure, and business aircraft totaling over 110,000 flight operations a year. The airport, owned and managed by Miami-Dade County, is very competitive since it does not charge landing fees and enjoys quick and easy access to major transportation arterials.

Opa-locka Airport supports the business aviation community, accommodates light cargo traffic to the Caribbean and boasts large aircraft maintenance facilities as well as numerous businesses in adjacent industrial and business parks. It offers full fixed-based operator service; a wide range of aircraft repair and maintenance services, including airframe, power plant, and avionics repair; and U.S. Customs Service on the airfield along with the U.S. Coast Guard Air/Sea Rescue Station, the world's busiest air/sea rescue station.

New employment growth is expected from a 500,000-square-foot mail sorting facility now under construction and thanks to Toronto Sky Aviation's acquisition of Aircraft Armature, an aviation repair facility with expansion plans. New business jet hangars, premier maintenance companies, and luxury fixed-base operators are also under development. A strategic plan for Miami International Airport and the County's General Airports is underway, with completion expected in 2013. The plan will outline long-term capital investment strategies and development scenarios. It presumes extensive expansion at all airports by Asian carriers, which will be a competitive advantage for Opa-locka Executive Airport.

Capitalizing on this key economic asset requires a coordinated effort. Opa-locka needs to participate in the strategic planning effort and stay apprised of issues and opportunities that arise. It must establish a system to identify job openings, and work with regional economic development entities and airport companies to structure a useful package of benefits and services in exchange for hiring Opa-locka residents. The City must establish relationships with executives, facilitate jobs training, match job requirements to available talent, and potentially offset or establish a placement service.

Strategy Cluster III: Address Image and Identity Issues

A. Confront Crime

Investigate whether it makes sense for Opa-locka to adopt community policing techniques such as creating bicycle patrols, reaching out to students participating in youth activities, empowering the community to partner with law enforcement, etc.

B. Revive Service Organizations

Business, social, and fraternal organizations can be voices for positive change and a way for Opa-locka's leaders to stay in touch, develop professional relationships, and build partnerships around community projects.

C. Make the Case for Opa-locka As a Place to Live, Work, and Visit

Opa-locka has important characteristics around which it can reshape its identity among those who make location-driven investment decisions like rehabilitating a building, launching a business, accepting a job offer, raising a family, or spending a pleasant afternoon. But the factors informing each of those decisions differ dramatically and there is only limited overlap among the actors. Opa-locka needs to identify what matters to each group and build its case accordingly. Information to provide the various market segments includes:

- Industry: proximity to customers and suppliers, access to transportation nodes, diverse workforce, affordable real estate, available incentives, and business-friendly climate
- Commercial real estate investors: available sites and building, zoning, building and subdivision code requirements, approval processes, demographic characteristics of the resident and daytime populations, economic characteristics of the business base, and trends in rents/values, absorption, occupancy, etc.
- Potential residents: transportation linkages, home and land value trends, and quality of life factors such as the local school district's performance, park and recreation system facilities, libraries, health care, and other community services and amenities
- Prospective visitors: the menu of things to see and do in Opa-locka ... not just cultural attractions, but places to eat, sleep, and shop

Onward

Commitment, hard work, dedicated leaders and aggressive partnerships can accomplish the initiatives set forth in this Community and Economic Development Brief for Opa-locka. Despite the persistent challenges affecting Opa-locka, its people and its business enterprises evidence an enduring resilience: a tenacious spirit and a deep-seated ability to persevere. That strength will serve Opa-locka well in this endeavor. Onward!